



Departmental Business Plan and Outlook

**Department Name:
Office of Safe Neighborhood Parks**

**Fiscal Years:
FY 03/04
&
FY 04/05**

Plan Date: December 10, 2003

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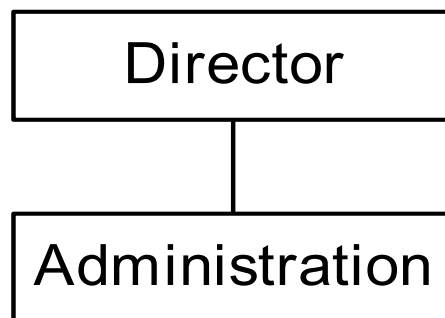
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EXECUTIVE SUMMARY

The Office of Safe Neighborhood Parks (OSNP) is a department of Miami-Dade County created to serve as staff support to the Safe Neighborhood Parks Citizens' Oversight Committee (SNPCOC) and administer the bond program consistent with the Ordinance and the Administrative Rules.

Organizational Chart



FY 03/04 Anticipated Milestones

- *Facilitate the review and award of an estimated \$1.5 million of Recaptured Funds through a competitive process*
- *Facilitate the award of approximately \$20 million in SNP Specified and Per Capita funds to five Grantees (Miami-Dade County, City of Miami, City of Miami Beach and City of Homestead and the City of North Miami)*

Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

To administer the Safe Neighborhood Parks Bond Program (SNP) and interest activities.

Department Description

OSNP was created in 1997 to serve as staff support and provide administrative services to the SNPCOC, which was created by the passage of County Ordinance 96-115. The major services provided by OSNP are:

- *Executes policies and procedures established by the SNPCOC in accordance with the governing Ordinance*
- *Facilitates the execution and award of contracts for awards recommended by the SNPCOC and approved by the Board of County Commissioners*
- *Ensures the proper disbursement of bond funds in accordance with the Ordinance and the policies and procedures of the SNPCOC*
- *Serves as the liaison and point of contact for the Bond Program to Grantees and the public*

The significant event that continues to impact the mission of OSNP is the expenditure of SNP Bond funds. In 1996 the citizens of Miami-Dade County voted and authorized the County to issue up to \$200 million in municipal bonds to fund park and recreational capital improvements throughout the County. To date the SNPCOC has awarded approximately \$141 million in bond proceeds and \$9.5 million in interest earnings. OSNP anticipates that by 2006 the remaining approximately \$59 million in bond proceeds will be awarded and, with a three to five year build-out, all funds could be exhausted by 2010.

Office of Safe Neighborhood Parks Functional Table of Organization

Director's Office

Administer the Safe Neighborhood Parks Bond Program proceeds and interest activities. Provide staff support to the Safe Neighborhood Parks Citizens' Oversight Committee to ensure coordination with capital project management among County, Municipalities and Not-For-Profit Organizations.

Staffing Levels

Functional Unit	FY02/03 Budget (Prior Year)	FY 03/04 Budget (Current Year)
Administration (One position outstationed to County Parks & Recreation Department)	5	5
Total	5	5

In anticipation of the retirement of the former Department Director, an overage Contracts Officer was approved to ensure the continuity of services. As a result, the Department does not anticipate any performance impact on providing services.

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 02/03 Actual	Current Fiscal Year 03/04 Budget	Projection as of November 2003
Revenues			
" Bond Interest Earnings	424,000	530,000	530,000
"			
"			
"			
Total	424,000	530,000	530,000
Expense			
" Salary & Fringes	337,000	444,000	444,000
" Operating	87,000	86,000	86,000
" Capital	0	0	0
Total	424,000	530,000	530,000

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY 02/03 Beginning Year Actual	Prior FY 02/03 Year-end Actual (Est.)	Current FY 03/04 Year-end Budget
380/38A	6,459,086	3,035,756	1,000,000
380/38B	7,843,883	4,839,124	1,000,000
380/38C	16,519,153	14,990,320	12,000,000
380/38D	21,188,048	14,214,280	12,000,000
380/38E	0	7,238,839	6,000,000
Total	52,010,170	44,318,319	32,000,000

These numbers represent the remaining fund balances from the bonds sold to date since 1997(\$141,470,000).

The Office of Safe Neighborhood Parks is funded by interest earnings from the bond program, as allowed by the Ordinance. There is about a 24% increase in the FY 03/04 budget over the previous year's expenses due to the final leave payout to the retiring Department Director. OSNP provides no in-kind services.

Business Environment

OSNP has three customer groups:

- *The Safe Neighborhood Parks Citizens' Oversight Committee (SNPCOC) and its Subcommittees*
- *Grantees (Miami-Dade County, County municipalities and not-for-profit, community based organizations)*
- *The citizenship of Miami-Dade County*

The SNPCOC and Grantees are direct customers of the OSNP in that they receive a direct service through staff support functions, technical support and other administrative tasks that enable us to accomplish the mission of OSNP. We also consider the citizenship of Miami-Dade County as our customers in that the funds provided through the SNP Bond Program purchase, improve and develop recreational facilities, beaches and green spaces that enable the Grantees to better serve the citizenship.

Although, OSNP does not operate under a regulatory environment the policies and procedures of the SNPCOC to be executed by OSNP are set forth by the governing ordinance, Internal Revenue Service policies governing municipal bonds and Miami-Dade County policies and procedures.

Critical Success Factors

The success of the Safe Neighborhood Parks Bond Program can be measured by the number, quality and timeliness of completed recreational projects funded through this program that meet the intent of the voter approved ordinance.

*However, the success of **OSNP** must be measured by the **efficiency in which these projects are supported through the SNP process**. The Office of Safe Neighborhood Parks was created to serve as staff support to the SNPCOC and to administer the bond program consistent with the ordinance and the administrative rules. **Our critical success factor is, appropriate staffing to effectively and efficiently meet the needs of the program and its customers (the SNPCOC, Grantees and the citizenship of Miami-Dade County).***

Appropriate staffing is critical to the department's ability to meet its Strategic Plan goals and objectives by ensuring that the administrative support, oversight and technical assistance needs are met in support of the SNP Bond Program. The area that will eventually have an impact on staffing is the availability of administrative funding. The department is 100% funded through interest earned on bond proceeds. As the amount of bond proceeds are exhausted and interest rates remain at low levels, the amount of interest earnings available will continue to decrease. Remaining bonds to be sold is approximately \$59,000,000 and the average interest earnings rates have fallen from 5.86% for FY 97/98 to 1.959% for FY 02/03.

To date, there has been sufficient funding for the administrative costs however, it is anticipated that adequate funding may become an issue as early as FY05/06.

Future Outlook

It is important that OSNP continues to monitor funds for availability of administrative costs to ensure proper staffing levels to meet its strategic plan goals. However, it is anticipated that as the final bond sale is completed and most of the projects are completed, that the phase-out of the SNP Bond Program will lead to the downsizing and eventual phase-out of the Department.

THE PLAN

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Quality of life for all*
- *Safety and quality of neighborhoods*

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- *Goal ES8: ensure the financial viability of the County through sound financial management practices*
- *Goal ES9: Deliver on promises and be accountable for performance*

Department-related Strategic Plan Priority Outcomes:

- *ES8-2: Planned necessary resources to meet current and future operating and capital needs (priority outcome)*
- *ES9-3: Achievement of performance targets (priority outcome)*

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Goal: *ES8: Ensure the financial viability of the County through sound financial management practices*

Outcome1-1: ES8-2 Planned necessary resources to meet current and future operating and capital needs

Strategies:

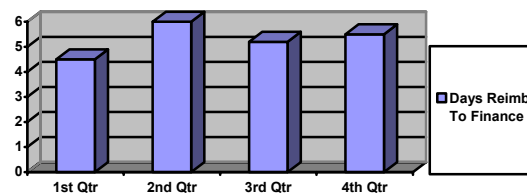
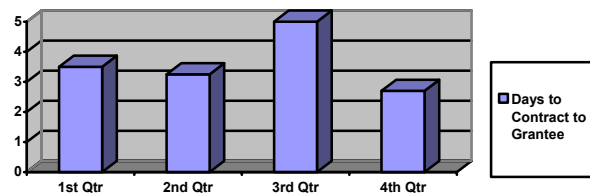
- *Ensure adequate revenue streams*
- *Ensure adherence to required reserve levels*
- *Ensure a capital plan to assure adequate financial resources for replacement, repair and maintenance of critical assets*
- *Ensure effective budgeting and cost accounting practices*
- *Ensure effective chargeback mechanisms for internal service costs*
- *Develop an effective incorporation strategy*

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

% Cash reserves

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS:	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY03-04	FY04-05		
Ensure contracts/amendments are mailed within 6 working days following authorizing authority approval.	3.6	6.0	6.0	<ul style="list-style-type: none">DRAFT CONTRACTS AND AMENDMENTS PRIOR TO OFFICIAL AUTHORIZING ACTION TO REDUCE PREPARATION TIME FROM 10 TO 6 DAYS.	DIRECTOR
Ensure that all correctly completed reimbursement requests are processed to Finance Department within 9 working days.	5.3	9.0	9.0	<ul style="list-style-type: none">REDISTRIBUTE WORKLOAD AMONG EXISTING STAFF TO REDUCE SUBMISSION TIME FROM 12 TO 9 DAYS.	



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Goal: Deliver on promises and be accountable for performance

Outcome:

ES9-3: *Achievement of performance targets (priority outcome)*

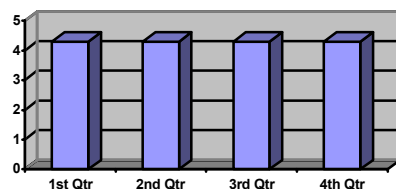
Strategies:

- Complete performance measures development and establish a continuous monitoring program
- Develop mechanisms to ensure integrity of all performance data reported

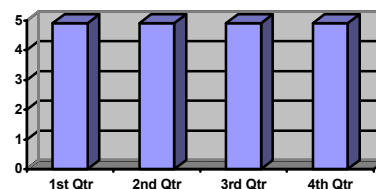
Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- % County achievement of performance targets
- Overall rating of County service delivery based on percentage of departmental functions meeting annual performance goals

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS:	OWNERSHIP DIRECTOR
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03 ACTUAL	TARGETS			
		FY03/04	FY04/05		
Increase the SNP Grantees satisfaction rating from 4.1 to 4.3 on a scale of 1 to 5 where 1 equals unsatisfactory and 5 equals excellent.	4.5	4.3	4.3	<ul style="list-style-type: none">▪ Submit an annual survey questionnaire to the SNP Grantee liaisons asking them to rate staff service.	
Maintain an overall 4.5 rating for staff support/service by the Oversight	4.3	4.5	4.5	<ul style="list-style-type: none">▪ Submit an annual survey questionnaire to the thirteen (13) SNP Oversight Committee members asking them to rate staff.	



■ Staff Support



■ Grantee Satisfaction